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SECTION 1: INTRODUCTION / PURPOSE OF WORK

PURPOSE OF WORK

Santa Barbara, California is especially suited for bicycle use because of its temperate climate and relatively flat terrain. The City of Santa Barbara (hereafter called the City) has committed extensive financial and staff resources to increase bicycling as a viable form of everyday transportation. Over 42 miles of bicycle lanes and multi-purpose paths facilitate safer bicycle travel. Furthermore, City staff has created several programs to promote bicycle use amongst City employees, residents and commuters. Because of these resources, the 2000 Census shows Santa Barbara as having 1,612 regular bicycle commuters (or 3.4% of commuting mode share), one of the highest rates in the United States.

The Granada Garage and Office Building (hereafter called Granada Garage) includes ground-level store-front space for a bicycle-parking facility (hereafter called the facility.) This facility continues the City's efforts to promote bicycling as a viable form of transportation, and is intended to increase access for downtown customers to local businesses and reduce employee dependence on automobiles by providing state-of-the-art bicycle parking near Santa Barbara's Downtown businesses. The City is also committed to addressing major barriers to increased bicycle use—one such barrier is providing secure bicycle parking at trip destinations, according to Chapter 7 of the City's 2003 Bicycle Master Plan.

Project Background

The Granada Garage is designed to meet several goals of the City's General Plan by combining diverse uses in one building. The 575-space parking structure will be coupled with 7,960 square feet office space for City employees, a paseo, a 1,360 square foot bicycle parking facility, and public restrooms. Coupling car parking and bicycle parking in one development also makes a statement about bicycling as a mode of transportation in Santa Barbara.

Two of the City's General Plan Circulation Element goals[1] achieved by the Granada Garage are relevant to this Needs Assessment: expanding parking supply for downtown businesses and promoting mobility choices downtown that allow people to get around town without a car. The additional car parking will decrease the parking deficit found north of Carrillo St., which adversely affects businesses in downtown Santa Barbara. The bicycle parking facility will provide employees, shoppers and visitors a place to securely store a bicycle as well as other "value added" amenities that encourage and enable bicycle and pedestrian activity and transit use.

Purpose of Bikestation Needs Assessment

The Transportation Division of the City's Public Works Department contracted with Bikestation Coalition to conduct a Bikestation Santa Barbara Needs Assessment. The primary objective of this Needs Assessment is to identify potential partners and operating scenarios for the facility as well as a cost estimate for the launch and subsequent operations of the facility. The goals of the Needs Assessment, summarized in this report, include conducting and participating in public meetings, interviewing potential partners, developing an opinion of cost, providing interior and exterior elevations with site plans, and providing an implementation plan for the facility.

The Scope of Work for the Needs Assessment has been broken into four parts:
- PART I establishes a vision for the facility and compiles and summarizes the prior work on the facility.
- PART II solicits public input, identifies partnerships and conducts operator research.
- PART III outlines three operating scenarios for the facility, including hours of operation, possible services, a business pro forma and an opinion of costs for finishes and equipment for the facility.
- PART IV recommends a preferred scenario for the facility and identifies the next steps for implementing the construction of the recommended scenario.

Bikestation Coalition

Established in 1996, the Bikestation Coalition has become the bicycle-transit parking expert in the US by utilizing technology and flexible scenarios to create innovative facilities and business models that fit the unique needs and resources of each community. A bicycle-transit center is a facility that provides secure bicycle parking and related services and amenities at transit hubs. Such facilities not only encourage and enable greater bicycle use, they also draw patrons to the transit hub from a wider area by linking bikes and transit.

Importantly, the Bikestation Coalition works to educate the public on how bicycle parking is related to bicycling and transit as alternatives to single occupant vehicle (SOV) use, creating healthier, safer, more livable communities.

SECTION 2: ACKNOWLEDGMENTS

GRANADA GARAGE

WE WOULD LIKE TO ACKNOWLEDGE AND APPLAUD THE MANY PEOPLE WHO MADE THIS STUDY POSSIBLE. THANK YOU TO THE PUBLIC FOR YOUR INPUT DURING THE STUDY PERIOD.

In order to facilitate an efficient decision-making process for the Needs Assessment, a Project Management Committee (PMC) was formed to provide guidance to the Consultant, to meet at key milestones during the planning process, and to review the deliverables. The PMC included select City of Santa Barbara staff members and the Consultant Team. The following is a listing of the project team:

Andréa White, Bikestation®
Erika Lindemann, Bikestation®
Georgia Case, Bikestation®
Mark Shandrow, Bikestation®

Victor Garza, City of Santa Barbara
Dru van Hengel, City of Santa Barbara

SECTION 3: PROJECT FUNDING

PROJECT FUNDING

Funding for the Granada Garage was secured through the Redevelopment Agency Series 2001A bond proceeds. Downtown Parking has allocated approximately $125,000 to build out the bicycle parking facility. They have budgeted another $25,000 for the first years of facility operations. Funding for a green bike program in the amount of $25,000 is also available. Additional funding may be available from the following potential sources:

- Bicycle Transportation Account (BTA)-funds available for capital improvements
- Measure D-local sales tax measure
- RSTP funds with SBCAG
- Partnership with City of Santa Barbara Downtown Parking Committee to provide reimbursement to operator for usage, similar to “My Ride” concept

SECTION 4: BIKE-TRANSIT CENTERS

DEFINITION

A bike-transit center is a facility that provides at least twenty (20) fee-based, secure bicycle parking spaces at or near a transit stop in an effort to encourage bike-to-transit connections. Services range from bicycle lockers to full-service bike parking and bicycle repairs, retail sales, rentals, café, personal lockers, clean vehicle-sharing, and restrooms/ changing rooms, among other amenities.

BENEFITS

Bike-transit centers enable people to make the choice of bicycling and/or transit over driving. It is well documented[2] that improving the connectivity between bicycles, transit, and places of business is one of the most cost-effective, equitable, efficient, and environmentally beneficial means of addressing transportation dilemmas. The use of bicycles as a form of transportation also reduces air pollution, vehicle congestion and mitigates the effects of urban sprawl, thus enhancing the quality of life.

BRIEF REVIEW OF EXISTING AND PLANNED MODELS

There are numerous bike-transit facilities existing or planned throughout the nation. Bike-transit facility is the generic term as defined above; each facility was developed and is operated under different scenarios. Bikestation is the name and brand of one nonprofit organization; 5 of the facilities nationwide are either operated by Bikestation or have a partnership with Bikestation which includes co-marketing, including the name.

Bikestation® Long Beach, 1996
The first such facility in the nation, offering valet bike parking, 24/7 member access to bike lockers, café, bicycle repair, rental, and retail, air, restroom/changing room, transit/ tourism information, seminars, internet access, bicycle registration, and electric vehicle sharing. This facility moved to a new location for upgrades and expansion in 2005.

Bikestation® Palo Alto, 1999
This facility is operated as a joint venture between Bikestation® and Palo Alto Bicycles, a bicycle retailer, and offers valet parking, full-service bike repairs and retail, changing rooms, and a snack shop.

Bikestation® Berkeley, 1999
Located on the mezzanine level of a subway station, this facility averages 100% capacity daily. It offers limited retail and repairs, and because of its success, BART is seeking to upgrade and expand this facility in the coming year.

Bikestation® Seattle, 2003
This full-service facility offers similar services to Bikestation Long Beach in a storefront location near Seattle's King Street Station transit stop. Only 18 months into the project, Bikestation Seattle is already reaching capacity for its 75+ racks.

Bikestation® Embarcadero, 2004
The newest addition to the Bikestation® family, this facility is also located on the mezzanine level of a BART station in downtown San Francisco. It features 24/7 membership parking and limited retail and repairs.

Pittsburgh Bike n' Blade, 2004
This limited-service facility offers unattended racks (inside/outside), and a misting station.

Cherry Creek Bike Rack, 2004
The Bike Rack is operated by a bicycle retailer and offers valet bike parking, repairs, retail, rentals, transportation information, guided bike tours, and snacks.

Millennium Park Bicycle Station, 2004
The Bicycle Station offers valet parking, 24/7 member parking access, personal lockers, showers, retail, repairs, air, café, bike and car sharing, guided tours, seminars, internet access, bicycle registration, and transit and tourism information. It is operated by a bicycle retailer.

Fruitvale Village, 2004
Fruitvale Village bicycle parking facility was built as part of a transit-oriented development project at the Fruitvale Village BART station. It is operated by a local bike shop, Alameda Bicycles, and offers valet parking, full-service bike repairs and retail.

PLANNED FACILITIES INCLUDE:

- 4th/King Caltrain Terminus in San Francisco
- Tacoma, WA
- Pasadena, CA
- Hollywood/Western Metro station, Los Angeles
- Washington, DC
- Madison, WI

SECTION 5: SITE ANALYSIS

SITE ANALYSIS

An optimum site is of paramount importance in building a bike-transit facility. The site and location should connect to employment and commercial destinations and in best cases, transit lines. The facility needs to be located at a site that encourages increased walking and bicycling around the immediate area. The most preferred site, but also the hardest to secure, is located immediately adjacent to pedestrian thoroughfares or transit oriented development projects where there is significant pedestrian activity tied to transit. This creates multiple types of users who can access the bike parking center's services for different reasons.

PROJECT SITE

The planned facility will be located on the ground level of the Granada Parking Garage. The site is in downtown Santa Barbara on Anapamu St. between State and Anacapa Streets. 1,360 square feet have been designated for the bike parking facility. The facility was designated within the automobile parking garage with the intent of mitigating trips made by private automobile (**SEE SECTION 1, INTRODUCTION**.)

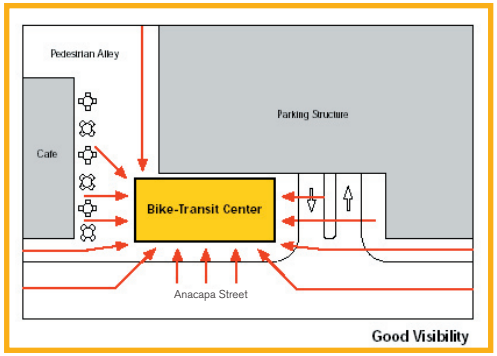
PROXIMITY

The planned facility is near several bus lines and large employers. The main transit center for the Metropolitan Transit District (MTD), servicing the entire South Coast of Santa Barbara is located three blocks from the site. Regional transit services such as the Clean Air Express (servicing Lompoc and Santa Maria) and the VISTA Coastal Express (servicing Ventura and Carpinteria) also have stops within a block of the planned bicycle parking facility. All of these bus services accommodate bicycles either with front racks (MTD and Vista) or under-carriage bins (Clean Air Express).

The facility is across the street from the main branch of the Santa Barbara Public Library, the Museum of Art, and within walking distance of scores of small businesses. The County of Santa Barbara's main administrative building is also across the street and houses hundreds of County employees. A popular café will be directly adjacent to the planned facility. The Amtrak train station is within approximately 10 city blocks and the beaches and harbor of Santa Barbara are a mere 12 blocks away. Despite its location on the downtown grid, this site is challenged in several ways, including a site location that is not in optimal proximity to a transit hub or to the main business district. Nonetheless, the site's location and proximity to other employment and commercial destinations creates a wide variety of demand for secure bicycle parking.

FACILITY ACCESS PLAN

The exact placement of the bike-transit center on a site is a serious decision and takes careful thought. It is important that the facility be visible to pedestrians, bicyclists, transit users and motorists to maximize public awareness of its existence. If a facility is hidden or out of direct sight, more marketing effort will be needed to increase facility awareness. The center has good visibility, however, customer access by bicycle to the facility is problematic. Conflicts between pedestrians and bicycles and bicycles and automobiles exist throughout the area. However, many of the conflict points have been or can be mitigated with innovative design and signage. Because of the facility's location on a pedestrian paseo and sidewalk, access to the facility is strictly limited to pedestrian traffic. Bicyclists must, therefore, dismount and walk their bicycle to park at the facility.



The facility will need extensive signage at multiple entrance ways so that bicyclists can reach the site via various directions. Anapamu Street possesses Class II bike lanes and low-speed motor vehicle traffic. The planned mid-block signal on this street, if properly striped and signed, will be the preferred entrance way for the facility's customers.

SITE OPPORTUNITIES AND CONSTRAINTS

Opportunities
- Good general proximity to businesses, employers, and transit
- Adjacent to café which will generate additional visibility
- High level of bicycle ridership in area

Constraints
- Not optimally located at a transit hub
- Bicycle access to the site is challenged

SECTION 6: DEMAND

ASSUMPTIONS

In comparison to the amount of work conducted by urban planners to predict automobile traffic, very little effort has been put into evaluating demand for bicycle usage, let alone bike parking. With the limited amount of data on bicycle usage available, the Project Team evaluated two approaches for predicting demand for parking at bike-transit centers: growth based on travel patterns from existing bike-transit centers on the west coast and surveys.

One of the best methods of predicting bike-transit center demand is by evaluating existing facilities that share similar characteristics. An analysis of follow-up studies conducted for the Long Beach, Seattle and Berkeley Bikestations® showed that an average of about 25% of the regular users were new bike-to-transit customers. Each facility has, on average, between 45 and 90 bike parking users each weekday. It typically takes up to two or three years of operations to achieve this level of use.

BIKE LOCKED TO STREET SIGN NEAR BIKE-TRANSIT FACILITY SITE

Usage growth at existing bike-transit centers is usually steady and predictable. When a facility first opens, usage tends to be very limited and almost insignificant for the first 12-months of operation. It takes time to get the word out as well as convert users from driving a car to riding a bicycle. As the public begins to understand the bike-transit center concept and marketing efforts take hold, usage tends to climb rapidly during the second 12-months and continues to grow as more people become aware of the facility. As years go by, it is important that marketing and incentive campaigns are continually updated and implemented in order to capture new users and alter transportation habits.

Another issue observed at Bikestations® is that bicycling as a transportation mode tends to be very seasonal, with usage rising in the summer and spring and dropping during the fall and winter. This can be attributed to weather and more importantly, to the number of day light hours available during commute periods. When clocks are set forward an hour to accommodate for daylight savings time in April, ridership to Bikestations® starts to increase, and conversely, when clocks are set back in October ridership drops off.

ANALYSIS

COUNTY'S BIKE CAGE

On-street bicycle parking does currently exist at many of the surrounding destinations; however, there is limited secure bicycle parking (such as lockers and cages) in the area, which is notorious for bicycle theft. The library has bicycle racks in front and behind the building, but there are high rates of theft in these areas, especially thefts of bicycle parts such as unlocked wheels or seats. Currently, bike parking is limited directly around the perimeter of the Granada Garage site. Bicyclists arriving to the popular café adjoined to the proposed site must now lock their bicycles to a utility pole or fence, or down Anapamu Street. Across the street at the County's administrative building, employees are provided with a locked bicycle cage that holds around 20 bicycles; however, security issues have been raised as the facility has been breached in the past by thieves. This concern is only real at night since the adjoining parking lot is overseen by a daytime caretaker who looks after the bicycles. A simple combination lock is all that secures the gate but daytime theft is extremely rare in the cage. The cage's capacity is often reached during the summer months.

Demand for the services at the proposed bicycle-parking facility could certainly be increased if the facility is effectively marketed to potential users whose needs are not currently served, such as recreational riders with expensive bicycles who could not park their bicycles in the County's cage and would not risk street parking. In order to enhance demand, the project's partners should focus on effective marketing through all of their available channels. The operating scenarios (**SEE SECTION 9**) outline programs and other value added services to encourage and enable greater usage of the facility. Future partnerships with community groups could also increase demand for bicycle parking.

SECTION 7: OUTREACH

PUBLIC AWARENESS AND INPUT

An important element in the development of a public bike-transit facility is to establish relationships with public officials, key organizations and businesses as well as the media for the purpose of information-sharing and identifying and maximizing opportunities for participation and exposure. This needs assessment solicited input from a broad range of parties as well as from potential partners/operators. The main purposes of this outreach were to: 1. identify the concepts of a bike-transit facility and Bikestation® models specifically and 2. determine how these two concepts could be operationalized with the bike facility.

To this end, the project team published advertisements and announcements about the Needs Assessment and potential new bike-transit facility in many of the local papers, including the Santa Barbara Independent, the Santa Barbara News-Press, and the South Coast Beacon. Postings and flyers were also left at local businesses and government agencies. Information was posted on the Bikestation website as well as the website dedicated to updates on the Granada Garage project. In addition, support was garnered at all levels of the City government as well as with U.S. Congresswoman Lois Capps's office. The Santa Barbara Bicycle Coalition was also involved through participation and dissemination of information.

Bikestation conducted an on-line survey to assess the needs and other opportunities for the facility. The purpose of the survey was to inform the public about the project, generate interest, and solicit a variety of input.

Bikestation staff presented the project at two Santa Barbara Bicycle Coalition meetings and participated in two regularly scheduled Transportation and Circulation Committee and the Downtown Parking Committee meetings. At these public meetings, Bikestation staff presented general information about the Bikestation concept and existing California models, and discussed the proposed scope and implementation schedule for the facility. Bikestation staff also held interviews with potential vendors and prominent bicycle advocates within the Santa Barbara area.

SURVEY CONCLUSIONS

A total of 41 respondents to the web-based survey gave the project team additional insight into the needs and preferences of potential bike-transit center users. The survey gathered demographic data, information on riding habits, and opinions on bike-transit center services, amenities, and fees. An analysis of the responses follows; please see Appendix 3 for summary data and all questions.

Seventy-one percent (71%) of the survey respondents were male, while twenty-nine percent (29%) were female. All but one were bicycle riders; the respondent who wasn't stated that "bicycling is too dangerous." Of those who do ride, 28 said that they commute to work, 27 run errands, and 34 bike to social activities. The data show that those who bike to work tend to be much more avid bicyclists, riding both more frequently and longer distances.

State Street is the most popular destination among the survey group, followed by the waterfront area. The destination known in the survey as the Courthouse/County Administrative Offices/Library area was the third most popular destination, with about seventy percent (70%) responding that they travel by bicycle there. The Courthouse/County Administrative/Library destination is also the area of the Granada Garage development and the proposed bike-transit center. This indicates that the selected site for the bike-transit center is located in very good proximity to two of bicyclists' most popular destinations, including State Street; with the possible caveat that people may have been more inclined to fill out the survey if the location of the bike-transit center is near where they travel.

Currently, most survey respondents indicate that they use either a bike rack or whatever is available to lock their bike while conducting errands or business. Only one uses the City's lockers. About 2/3 indicated that additional parking opportunities around town would encourage them to bicycle more often. More than half expressed a preference for covered, indoor, and/or attended parking. A like number indicated that bathrooms and/or changing rooms would be a strong incentive. Bike loaners (40%), car-sharing (36%), and shower facilities, bike repair, and transit/commute information were other strongly desired amenities and services.

Survey responses on a fee structure for indoor, secured, 24/7 bicycle parking at this location in Santa Barbara mirrored other cities' and Bikestation's current fee structure. Almost half said they would be willing to pay one dollar ($1.00) per day, while another one-third indicated a willingness to pay $120 per year. As is the case in other cities, a significant minority, 15%, said that they would not be willing to pay anything.

The preferred payment type for use of the facility was a per-use fee of $1.00 per day, followed by monthly and annual payments. The preferred payment type identified by survey respondents supports following a Bikestation-type fee schedule ($1 per day or $96 per year) with the possible addition of a monthly category or a tiered membership program for those who wish to use the shower.

PUBLIC OUTREACH

The presentation and outreach of the Needs Assessment project to SBBC, TCC and the public presented an opportunity for stakeholders to provide the team with detailed knowledge of the needs, opportunities and challenges that the facility faces. This is useful for formulating operating recommendations. The public meetings highlighted the following constraints and opportunities for the project:

CONSTRAINTS

Competition with existing parking and shops, less than ideal location

OPPORTUNITIES

MTD & Vista stops near by; resource for tourists; cross-promotion with Coffee Cat

BUILDING PARTNERSHIPS

Bikestation staff conducted one-on-one interviews with stakeholders, potential partners and operators. These interviews garnered further understanding of the project's strengths and liabilities and helped to identify potential mutually beneficial partnerships.

Operator / Partnership Interviews:
Bikestation staff held interviews with potential partners and operators including the following agencies, businesses and interested parties: UCSB, VPSI Inc., Santa Barbara Bicycle Coalition, SBCAG Traffic Solutions, Community Cycling Center (Portland, OR), Coffee Cat, MTD, City of Santa Barbara Downtown Parking, CalStart/WestStart, Commuter Bicycles, Hazards Bicycles, Santa Barbara County Air Pollution Control District and Santa Barbara Car-free.

The interviewees identified these additional strengths and weaknesses in the project:

STRENGTHS:

City provided space; funding for tenant improvements; operating and marketing support from City

WEAKNESSES:

Relatively small size of facility; layout of facility between bike parking and programming; only two years of operating support identified

The interviews were a method for educating interested parties about the facility. They were also a means to identify partners who might either operate the bike-parking facility or provide ancillary programmatic services together with the Operator. Based on Bikestation's experience in other cities, the following criteria were used to assess a potential partners' readiness for either service/task.

- Robust Organization
- Mission and services that are compatible with or complimentary to facility goals
- Strong Interest
- Ability to perform suggested function
- Brings additional resources to the project

Some examples of successful partnerships can be seen in table **below**.

An encapsulated summary of the interviews with potential partners can be found in Appendix 2. Bikestation's recommended operating scenario in Section 10 takes into consideration potential partners, resources, and needs. There may exist partners in the community who could, in the future, provide ancillary services for the facility such as bicycle-related retail or repair, bicycle rentals, car sharing, snacks, transit and/or tourism information. To this end, should the City be interested in soliciting an operator in the future, Bikestation recommends the release of an RFP for the purpose of identifying new operating/programming ideas and concepts.

OTHER BIKESTATION PARTNERSHIPS

NAME OF FACILITY	FACILITY TYPE	OPERATING SCENARIO	OPERATOR TYPE	PROVIDER OF OTHER PROGRAMMING SERVICES
Bikestation Long Beach	Full Service	Public/Private	Non Profit	City, transit, car share, technology
Bikestation Palo Alto	Full Service	Public/Private	Retailer	City, transit
Bikestation Berkeley	Bike-Commute Station	Public/Private	Non Profit	City, transit
Bikestation Seattle	Full Service	Public/Private	Non Profit	City, transit, car share, technology
Bikestation Embarcadero	Bike-Commute Station	Public/Private	Non Profit	Transit, car-share

SECTION 8: OPERATING SCENARIOS / DEFINITIONS

UNSTAFFED FACILITY VS. STAFFED FACILITY

As mentioned in the introduction, the City of Santa Barbara has a favorable climate for bicycling, from an environmental standpoint as well as in public agency and citizen support. Excellent local resources present a plethora of potential operating scenarios, from public operations to a public/private partnership.

When considering staffing scenarios for the facility, several resources were carefully considered: downtown parking staff, a private sector staff, or an unstaffed facility. Staffing would allow for more customer interaction and security, as well as the potential for carrying out an array of business activities, such as bicycle retail, repair, selling transit passes, etc. However, human resource costs are a consideration.

Through a controlled access and membership management system, a facility may be unstaffed and still provide high levels of service and security for users for a fraction of the costs of staffing a facility.

The controlled access and membership system is comprised of 3 parts: the physical equipment required for entrance to the facility, the security elements, and the back-office administration of memberships. Should a person desire to become a member, they would go through a sign-up process (typically online), receive an entrance device such as an AWID proximity device or key-card which would allow access at the bike-transit center door. The member would then swipe their access device to enter the facility and proceed to a rack to park and secure their bike. Security cameras and other security elements would be in place to record this process and discourage misuse of the facility.

By planning for future needs and growth, the facility can be easily converted from unattended operations to a staffed scenario when and if usage and funding warrants the expansion.

STAFFED FACILITY: PART-TIME VS. FULL-SERVICE

Access in a part-time staffing scenario can be carried out in several ways. Either the facility is only staffed and accessible during certain hours of the day (most logically, during the morning and evening commute hours), or, with the assistance of technology, can be accessed 24 hours per day.

PRIVATE OPERATOR (RFP PROCESS)

In private operation, the private sector takes on all the responsibility of constructing, operating and managing a bike-transit facility. This could either be a for-profit enterprise, such as a bicycle shop, or a non-profit organization, like a bicycle advocacy organization. However, as evidenced by the lack of privately funded secure bicycle parking facilities in the United States (**SEE SECTION 4**, Bike-Transit Centers, for further description) private operation is very unlikely, and usually an unsustainable venture.

There are three main reasons that secure bicycle parking facilities tend not to be privately operated: land costs, connection to public transit, and lack of a profitable business model. For secure bicycle parking facilities to be successful, they need to be located in urban environments within close proximity to transit and/or major employment or business destinations. The land in these areas tends to be very scarce and thus extremely expensive. Whether a private operator purchases or leases land, the costs tend to be prohibitive. Furthermore, at this point, providing secure bicycle parking does not generate a substantial revenue stream that would encourage the private sector to enter the marketplace.

Advantages of Private Operation

One of the greatest advantages of private operation is that all of the underlying responsibilities and costs associated with provision of secure bicycle parking would be transferred to the private sector. If a financially sustainable market were to exist for secure bicycle parking facilities, competition among various operators would also foster increased customer service and options.

Disadvantages of Private Operation

Private operators would provide services at the strongest market locations from a revenue perspective, and implement pricing structures that might not necessarily coincide with the goals and objectives of the overall transportation system.

Additionally, removing the responsibility of providing secure bicycle parking from the public sector may further marginalize bicycles as a transportation mode.

Implementation of Private Operations

Since implementation of private operations is an organic process which requires the development of a profitable market for bike-transit centers, the only means of implementation is through the encouragement of bicycling as a mode of transportation, thereby increasing the size of the market and number of potential users.

PUBLIC OPERATOR

Similar to police and fire departments and other public services, secure bicycle parking facilities can be integrated into the operations of an existing public agency, such as the City of Santa Barbara's Downtown Parking. Considering the public-benefit nature of these facilities, providing and operating secure bicycle parking by a public agency would arguably fit within the public sector's mission.

Advantages to Public Operation
One of the most important advantages to public operation is the acknowledgment that bicycles are part of the transportation system and a service to transit customers and therefore, need to be supported by the public sector.

Additionally, the planning required to make public transportation work seamlessly across numerous cities and counties requires cooperation among various different public agencies.

Disadvantages to Public Operation
Operation of a secure bicycle parking facility by a public agency requires multi-departmental cooperation, the institutionalization of program management and the coordination of maintenance and procurement. With a large public organization that provides hundreds of different services, providing bike parking can become a complex human resources web. For example, interviews with several statewide transit agencies indicate that managing the organizations' bicycle locker programs require the involvement of many different departments: customer service to process payment; planning to manage new locker placement; security to check locker status; maintenance to clean and fix the lockers; marketing to promote usage; and procurement to purchase new lockers. Most, if not all, of these departments have a number of other responsibilities and priorities, thus the bicycle locker program receives minimal attention. Working with a smaller private entity that can focus on providing bike parking as one of four or five major objectives might increase customer service, help streamline the process and potentially reduce operating costs.

Implementation of Public Operations
To implement a public secure bicycle parking facility, a public agency must first conduct the Site and Location Analysis, secure funding and operate the facility upon opening.

PUBLIC/PRIVATE PARTNERSHIP

A public/private partnership is a strategic and mutually beneficial relationship between a public agency and a private enterprise to accomplish a specific objective, in this case, operating a secure bicycle parking facility.

Advantages to Public/Private Partnership
The most significant advantages to a public/private partnership are cost, risk-sharing and project synergism. By partnering with a private organization, the public agency can take advantage of reducing their time commitment and operational oversight on the project while benefiting from the private sector's specialty and business skills. Additionally, if a financial incentive is built into the relationship, the private operator may be more inclined to fulfill the mission of the project (generating increased bicycle trips) while also generating increased revenue.

The synergism that can exist between a public and private venture will be strongest when each partner is responsible for areas of the project in which they are most competent. For example, public agencies have experience administering complex funding agreements and grants, which are required for these types of projects, whereas private businesses tend not to have this experience. The private sector usually has the skills necessary to manage hourly wage employees, track inventory and interact with customers on a regular basis. Furthermore, public agencies can tap into their existing regional marketing and outreach programs and the private sector can implement grassroots campaigns with ease. Clearly delineating the tasks responsible by each party will increase the project's success rate. Partnering with a smaller private entity to provide for the operations of a secure bicycle parking facility can also increase the quality of service that the facility provides because of prioritization and streamlining.

Disadvantages to Public/Private Partnership
Some major challenges to a public/private partnership are control, expectations and performance for the secure bicycle parking facility. Like any project, it is extremely important that all parties understand their role, as well as the goals and objectives for the project. It is important that clear goals and objectives are drafted with a corresponding outline of the incentives, positive and negative, to encourage meeting established benchmarks.

Implementation of Public/Private Operations
The implementation of a public/private secure bicycle parking facility can take two different approaches. First, the public agency can develop the project and then put the operations of the facility out to public bid through a request for proposals (RFP) to secure an operator. Or, the public agency can first secure an operator and then develop the project in partnership with the operator. Depending upon the situation, either technique has the ability to function well.

SECTION 9: POTENTIAL OPERATING SCENARIOS

POTENTIAL OPERATING SCENARIOS

The vision for this facility is one that begins with a sound and flexible operating scenario which will create a sustainable venture and provide for additional services and even a different operator as needed and warranted. Over and over again, the project team heard from the various stakeholders that what was desired was a vibrant public facility that was a destination as well as a parking facility. This plays into the design elements as well as the operating scenarios. These scenarios have been crafted in response to this feedback.

The three scenarios have been labeled **"Full Service", "Bike-Commute Station"**, and "**Bike + Park Service**". The following chart lays out the three potential operating scenarios with descriptions of the facility and services.

FACILITY TYPE	FULL SERVICE	BIKE-COMMUTE STATION	BIKE+PARK SERVICE
FACILITY DESCRIPTION	Interactive, fully staffed facility that promotes trips by cycling, walking, carpooling, vanpooling and public transit in a centralized location.	Partially staffed, interactive facility that would promote trips by cycling, walking, carpooling and public transit in a centralized location.	A secure, unstaffed bicycle parking facility with added self-serve amenities that would promote trips by cycling, walking, carpooling and public transit in a centralized location.
OPERATING STRUCTURE	Staffed facility with automated access to bicycle parking and basic information after regular business hours. Bicycle retail and repair services provided by private retailer.	Partially staffed facility with access to bicycle parking and basic information during unstaffed hours. Downtown Parking to provide staff.	Automated access to bicycle parking and information. Downtown parking staff and city staff to provide operations and marketing support, Bikestation® to provide access control and membership management.
LONG-TERM POTENTIAL	Services could be added as needed. Integrate information center-type materials and wayfinding with area residential and commercial districts, key partners and parking. Opportunity to create a setting to teach, demonstrate technology and illustrate a lifestyle.	Services could be added as needed. Branded clearinghouse for bike/pedestrian/transit information, classes and activities.	Facility should coordinate with the operations and marketing of the City's existing bicycle parking program; and downtown parking point of contact information, mapping and wayfinding system. Plan area for future staffed service.
OPERATING HOURS (STAFFED)	7 a.m. to 6:00 p.m.	7 a.m. to 9:30 a.m. 3 p.m. to 6:30 p.m.	None

FACILITY TYPE	FULL SERVICE	BIKE-COMMUTE STATION	BIKE+PARK SERVICE
- OPERATING HOURS (UNSTAFFED- SECURE ACCESS CONTROL SYSTEM) - 24/7 ACCESS OPTION, OR - CONTROLLED HOURS OPTION	Either option available	Either option available	24/7
BICYCLE STORAGE - STAFFED DAILY DURING NORMAL BUSINESS HOURS	○		
- AFTER-HOURS ACCESS FOR MEMBERS	○	○	○
- STAFFED DURING COMMUTE HOURS	○	○	○
- UNSTAFFED	○		○
BICYCLE LOANERS-CITY STAFF AND CENTER MEMBERS	○	○	○
GREEN BIKE PROGRAMMING	○	○	○
PERSONAL LOCKERS	○	○	○
CHANGING ROOM/RESTROOM	○	○	○
SHOWER FACILITY	○	○	○
BICYCLE AIR STATION	○	○	○
BICYCLE REPAIR REFERRAL INFORMATION	○	○	○
BICYCLE REPAIR STAND/SPACE	○	○	○
BICYCLE RENTALS	○	○	
BICYCLE AND COMMUTE ACCESSORY SALES	○	○	

FACILITY TYPE	FULL SERVICE	BIKE-COMMUTE STATION	BIKE+PARK SERVICE
COMMUTE INFORMATION	○	○	○
- PUBLIC COUNTER	○	○	○
- RACK	○	○	○
- COMMUNITY BOARD	○	○	○
- WEB-BASED KIOSK	○		
TRANSIT FARE MEDIA DISTRIBUTION	○	○	
INDIVIDUALIZED TRIP PLANNING/REAL-TIME INFORMATION (PARK-AND-RIDE PERMITS, FREE BUS PASSES, ROUTE ASSISTANCE, BIKE LOCKER KEYS TO OTHER SITES)	○	○	
EDUCATIONAL/OUTREACH OPPORTUNITIES (SAFETY CHECKS, CLASSES AND MINI-INFO SEMINARS OR HANDOUTS)	○	○	○
ACCESS TO BIKE-LOCKER KEY SYSTEM	○	○	Info only.
VANPOOL OR CAR-SHARING POD	○	Optional	
OUTDOOR SEATING AND AMENITIES ON PEDESTRIAN PLAZA (BENCHES, QUICK-STOP BIKE RACK)	○	○	○

SECTION 10: RECOMMENDED OPERATING SCENARIO

PROGRAM – CONCEPT ANALYSIS, ASSUMPTIONS, SERVICES AND AMENITIES, NEEDS

The suggested operating scenario takes into account the needs, priorities, and available resources that have been expressed to the project team throughout the term of the study by various stakeholders, including the community, public agencies, and potential partners. In assessing the possible scenarios, the project team found that a staffed scenario for the Granada Garage bicycle parking facility at this juncture would be premature and economically unfeasible. Bikestation recommends that the facility be fully automated with secure access (Bike + Park scenario) and the ability to convert to a staffed scenario when usage and funding of the facility warrants.

Bikestation further recommends that the facility be operated as a public/private partnership, with the City of Santa Barbara's Parking Department as lead agency. Other public and private entities will be encouraged to participate as the facility develops and opportunity arises. Downtown Parking was selected as the day-to-day operator in the preferred scenario because of their excellent trained staff that is located in close proximity to the new facility. Bikestation® will provide its proprietary secure access and Global Membership systems, as well as a turn-key approach to marketing. Bikestation was selected due to the fact that it is the only entity with a proven access and membership technology system currently in use in bicycle parking facilities. Given the above-mentioned parameters, the time, cost, and level of expertise it would take to assemble an off-the shelf or proprietary access control and membership system for this facility would be prohibitive for any other entity.

The following outlines the minimum requirements to operate an unattended bicycle parking facility in the Granada Garage in downtown Santa Barbara.

ASSUMPTIONS:

The City of Santa Barbara

- The City of Santa Barbara Parking Department will operate the facility; however, provisions (such as a secure partition between the retail and parking areas) should be made for operations by a private vendor.
- The City will fund all agreed-upon tenant improvements.
- Other City departments will support marketing activities and pursue traditional and creative funding opportunities.
- The City will be responsible for reporting to other agencies.

Bikestation

- Bikestation® will act as limited partner to provide proprietary controlled access system and Global Membership System (GMS). This includes, but is not necessarily limited to, the Bikestation motherboard controller for keys and entrance, security aspects of the facility (cameras, emergency call box, etc.), membership database, online membership sign-up, member services, and back-office functions related to access and membership, such as usage reports and technology support.
- Bikestation® will also coordinate the operational aspects of the Green Bike program, such as procuring bicycles and ensuring a system at the facility by which selected users or groups can access the bicycles.
- Bikestation will create a full range of marketing materials that coordinate with City programs and other Bikestation facilities.
- Bikestation Santa Barbara members will have full access to the network of Bikestations countrywide.

Facility

- The facility is to be located on the ground floor of the southeast corner of the Granada Garage.
- The facility will provide self-service short-term bicycle parking at the entrance to the facility for casual users and secure, 24/7 access indoor parking for members.
- The facility will offer commuter and transit services and information, personal lockers, an air compressor, a bicycle repair station for both members and casual users, and a "green bike" program.
- Members will have access to the restroom/changing room and shower facilities in the bike parking facility
- The facility may be used as a community center for classes on bicycling, meeting space for bicycling clubs, etc.

Footprint

Bikestation Santa Barbara will require the following program elements and corresponding square footage:

PROGRAM	MIN. SQUARE FOOTAGE
Bicycle Storage For 70 Bicycles	620
ADA Accessible Unisex Restroom and shower	138
Transit and Commuter Information Kiosk	100
Personal Storage Lockers	100
Two separate entrances at opposite ends of the facility with a minimum of a 36" door each, preferably automatic	50
Air Compressor or Air Pump for Tires	
Bicycle Repair Station	100
Retail Space	350+
TOTAL SQUARE FOOTAGE: 1,360	

Basic Design and Tenant Improvement Needs

- Store frontage and signage along Anacapa Street
- Primary bicycle/pedestrian entrance accessible via the Paseo and Anacapa Street
- Secondary entrance and signage via Anapamu and parking lot
- Data and telephone service
- Adequate way finding signage
- Adequate lighting
- Bicycle parking racks for approximately 70 bicycles
- Secure partition between retail and parking areas
- Bikestation access control system
- Other security elements such as alarm, emergency call box, video camera, and all necessary wiring, communications, and data ports
- Computer and secure storage area

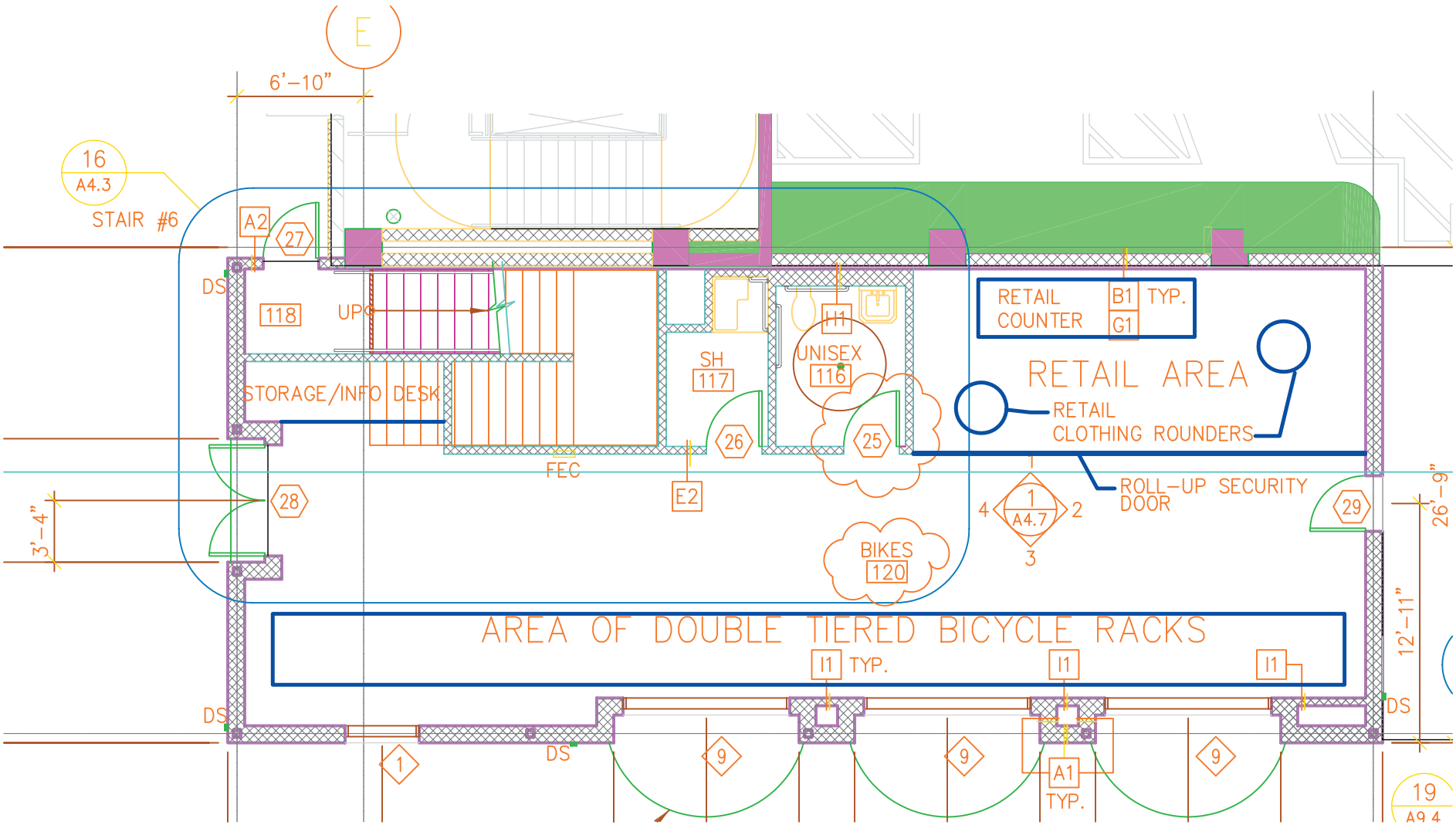
CAPITAL AND OPERATING BUDGET

ESTIMATED CAPITAL EXPENSES BIKESTATION SANTA BARBARA	
Bike racks (70 spaces, double tier)	$ 24,500
Secure Partition	$ 15,000
Architecture and Engineering	$ 5,000
Signage	$ 4,000
Security and Access Control System	$ 17,000
Lighting	$ 2,000
Personal Lockers	$ 2,000
Information Kiosk	$ 2,000
Air Compressor	$ 1,500
Bicycle Repair Station	$ 2,000
Computer	$ 1,000
Sub Total	$ 76,000
Contingency	$ 3,800
TOTAL	**$ 79,800**

ESTIMATED CAPITAL EXPENSES, GREEN BIKE LOANER PROGRAM BIKESTATION SANTA BARBARA	
Bicycles (15 Bicycles)	$ 3,000
Helmets	$ 900
Locks	$ 900
TOTAL	**$ 4,800**

ESTIMATED OPERATING COSTS BIKESTATION SANTA BARBARA	
Membership Management	$ 12,000
Utilities	$ 6,000
Maintenance	$ --------
Repairs	$ 2,000
Marketing	$ 5,000
TOTAL	**$ 25,000**

ARCHITECTURAL DESIGN



MOBILIZATION PLAN AND TIMELINE

The Granada Garage project broke ground in late fall of 2004. Current estimates for the Garage Project indicate a Bikestation® and office spaces opening Spring 2006. To the right is a listing of tasks that need to be carried out once the basic facility structure is in place and operators are on board and ready. The timeline indicates that it will take approximately three and one half to four months to finalize the build-out and mobilize for a Grand Opening. Based upon current estimates of the Granada Garage opening date, the bicycle parking facility should begin with the first tasks no later than January, 2006. The timeline uses a Notice to Proceed (NTP) plus days format so that it will be fluid enough to encompass any schedule changes.

BIKESTATION SANTA BARBARA MOBILIZATION PLAN AND TIMELINE

		TASK	NTP+DAYS
		Update website with initial facility vitals	15
		Order bicycle racks and security system	15
		Develop local and regional strategic partners	20
		Paint interior	20
		Conduct market research and establish goals	25
		Update website with special events	25
		Office supplies (chairs, tables, fixtures)	40
		Assemble membership packages	45
		Create and purchase promo items	45
		Design and print marketing collateral materials	45
		Plan grand opening	
		Post images and graphics on site for media downloading	45
		Create media kit	50
		Improve security	50
		Establish media contacts and spokespersons	55
		Procure and install bike repair stand, air compressor	60
		Procure and install slate wall	60
		Procure/install technology not related to security	60
		Secure licenses and insurance	60
		Design and print banners, signage, and posters	75
		Install exterior signage	80
		Procure and build rental fleet	90
		Install racks/shelving/stands	100
		Setup facility	100
		Facility soft opening	105
		Offer pre-media grand opening tours to select tv, radio, newspaper	108
		Facility grand opening	110
		Follow-up with media contacts and obtain copies of stories	110

SECTION 11: CONCLUSIONS

CONCLUSIONS

The research and analysis within this report give the City of Santa Barbara a guide for developing and operating this facility in a way that fits in with the needs of the stakeholders and the unique resources available locally and regionally. The recommendations set forth have been crafted with the timeliest information possible in the hopes of building a strong base from which to launch a healthy, sustainable facility. However, it will be an organic, ongoing process to ensure that this facility takes advantage of ever-changing resources while still fulfilling the needs and desires of the community.

The Granada Garage bicycle parking facility is a bold step in the direction of improving conditions for bicyclists in the City of Santa Barbara. Santa Barbara is a progressive city, and a secure bicycle parking facility will add another dimension to the City's goals of increasing bicycle ridership, decreasing private automobile trips, and creating a more sustainable and livable city for the many who live, work, and visit there.

SECTION 12: APPENDIX

ENDNOTES

1 Implementation strategy 8.3.1 "Identify possible areas for expanding Downtown parking that will decrease the existing parking deficit north of Carrillo St." and implementation strategy 1.1.1 "Optimize access and parking for customers in business areas by implementing policies of the Circulation Element aimed at reducing dependence upon the automobile and improving and increasing pedestrian, bicycle use and transit."

2 DETAILED OUTREACH NOTES

Bikestation staff presented the Needs Assessment project at two Santa Barbara Bicycle Coalition meetings and participated in a public meeting within the regularly scheduled Transportation and Circulation Committee (a committee of the City of Santa Barbara). In addition, the project team held an open house to present the proposed operating scenarios to the general public prior to publishing the final Needs Assessment report.

Santa Barbara Bicycle Coalition (SBBC) comments from September 2nd and October 3rd, 2003 meetings:

- Most cyclists are enthusiastic about emulating a Community Cycling Center model in Santa Barbara, one that: helps and educates people using bicycles; strengthens the community's infrastructure; and changes perceptions about bicycling and commuting in a dynamic environment. (**SEE DESCRIPTION OF CCC BELOW IN PARTNERS/OPERATORS INTERVIEWS SECTION.**) There is an incentive to reduce peak hour automobile trips at the Garage.
- It was felt that the bike loaners (green bike program) would encourage carpooling downtown and be an incentive to city employees.
- Bike racks are currently full in the project area.
- Coin operated lockers were suggested for the proposed 10 lockers offered within the Garage for after-hours access.
- Access to the bike-transit facility is a huge concern because of the inherent danger for bicyclists slowing to approach the facility. Members suggested special striping for the entrance area.
- Participants asked that the project team consider moving the Bikestation to a safer location. (Bikestation staff informed them that this was unlikely.)
- It was suggested that a satellite Bikestation in UCSB or IV could be built.
- There were concerns about a bike parking facility being unsuccessful at the current location until more retail and activity is built out in the area.
- Facilities such as the existing bike cage at the nearby County building and bike shops within close proximity could be seen as competition to the proposed facility.
- Quick fixes and tune-ups offered at the facility could be a valuable service.
- Bikestation could be a valuable resource for tourists.
- Lack of parking at City College and downtown Santa Barbara may cause people to seek efficient, cost-effective parking via bike.
- Mapping and signage should make it clear to people where the facility is located and how to properly enter and exit.
- Commuters could bike to the Granada Garage from the Commuter Lot.
- Offer the free, 10 ride MTD passes at the facility. (Passes are currently free to downtown employees via the City's Downtown Parking).
- Determine MTD demand on its bike racks to see if some bus users would leave their bikes at the facility, then ride on to destination.
- Courtyard frontage for the Bikestation would be better than it fronting Anapamu.
- Since the Granada Garage will also have housing, the retail aspects of Bikestation would be more economically viable.
- Copeland Sports and Coffee Cat are likely neighbors to partner on some type of cross-promotion.
- Having a state-of-the-art bike parking facility in an automobile lot makes a statement. Maximize this relationship.
- MTD could be a potential partner providing funding to Bikestation in lieu of MTD passes. (This comment should be interpreted as the City of Santa Barbara's Downtown Parking Committee should fund bike parking in lieu of or in conjunction with the MTD passes they fund).
- There is no demand for Bikestation services because there are four bike shops within 10 blocks. Bikestation would be a waste of resources.

Public Comments Received at Open House, March 21 2005

- A part of the facility should be designated as long term so that some members can leave bikes there overnight and for several days. Long term bicycle storage could be utilized by low income hotel residents near facility.
- Employers could supplement the cost of membership to facility as a transportation benefit, similar to what is done with transit or parking cash-out incentives.
- It was believed that the most likely candidates to use the facility were those who worked or frequented within three blocks of the facility; therefore marketing efforts should target this population of potential users. It was suggested that the demographics of these employees and visitors be

researched and targeted to use the facility.

- Fees used to support automobile parking should also be used to support bicycle parking.
- The retail space is way too small and will not allow enough space for a retail bike shop. The facility should be expanded now before the garage is built to avoid expensive retrofittings. It's easier to move the concrete walls before they are built.
- Any fee structure should be inexpensive and introduced slowly. Use of the facility should be free at first to encourage people to try it out.
- The project team was encouraged not to do too much in the confines of a relatively small space. Focus on what is basic and very valuable-secure bike parking, a shower, and bathrooms. Appreciation was expressed for the City of Santa Barbara's efforts to build the facility.
- The facility should have access to some tools and possibly a bike stand. The tools could be secured to the ground via metal cables to prevent theft.

POTENTIAL PARTNERS AND OPERATORS

Bikestation staff conducted one-on-one interviews with potential partners and operators. The interviews are summarized below. Potential partners include APCD/Santa Barbara Carfree, Amtrak, Coffee Cat, WestStart-CALSTART, MTD and UCSB. Potential operators include Commuter Bicycles, the Community Cycling Center, the City of Santa Barbara's Downtown Parking department, local bicycle retail and repair shops and SBCAG Traffic Solutions.

POTENTIAL PARTNERS

Air Pollution Control District (APCD)/ Santa Barbara Carfree: While bike programs help reduce emissions and compliment the Air District's air quality goals, funding such infrastructure projects can be difficult to justify on the basis of cost effectiveness. Therefore, Federal and State funding via APCD is limited for bike projects and programs. Santa Barbara Carfree, which is a project of APCD, is a multi-agency consortium that addresses a variety of transportation issues, especially those associated with tourism. The organization is a natural partner to market the facility.

Amtrak: Amtrak could promote the facility to train patrons arriving to Santa Barbara with or without a bike.

Coffee Cat: Coffee Cat is a coffee house located adjacent to the proposed bike facility. The owners are proposing to add a restaurant in the future. These uses are highly complimentary to the facility and there could be great opportunities to cross-market between clients.

County of Santa Barbara: The County's administration building adjacent to the facility houses several hundred employees and has no existing showers making it a target rich environment to market the facility. Gratitude was expressed for building the facility and the project team was encouraged to focus on providing basic amenities because of space and funding limitations. The County will gladly assist with marketing and promoting the facility to its employees.

Metropolitan Transit District [MTD]: MTD busses that stop at Anapamu and Anacapa have strong ridership. Bikestation could be a popular destination with these riders, especially for those riders who cannot fit their bicycle on the limited 2 racks per bus. MTD offered that "Bike and Ride" and "Bus and Ride" outreach could include Bikestation. Some transit riders may be willing to park their bike at the facility and walk to the transit center three blocks away because very little secure bike parking exists at the transit center and bike thefts and vandalism are common there.

Transition House: Transition House expressed a desire to explore ways their clients could benefit from the services offered at the facility.

UCSB: UCSB could distribute information through its alternative transportation program and at its Associated Students' bike shop in exchange for discounts on Bikestation memberships and other services.

WestStart-CALSTART: WestStart-CALSTART is a non-profit organization that works with the public and private sectors to develop advanced transportation technologies such as those associated with carsharing and remote access bike locker systems. This organization could be a potential source for technical and operational assistance and has partnered with Bikestation on pilot projects at both its Long Beach and Seattle facilities.

POTENTIAL OPERATORS

Bikestation Coalition: The Bikestation Coalition, with extensive experience in developing and operating secure bicycle parking facilities, is a natural possibility for operations, particularly in a public/private partnership with a local agency which can provide day to day maintenance of the facility. With the only functioning network of 24/7 bicycle parking facilities in the U.S. today, Bikestation Coalition can also offer a ready-to-install controlled access and membership management system.

City of Santa Barbara Downtown Parking: Downtown Parking currently has a public office where it sells bus passes and distributes general information about parking and transportation services in the downtown Santa Barbara core. Parking staff could operate the facility during peak hours (presumably morning and evening commute times). City parking lots can also help market the facility by handing out information, posting signage, etc.

Commuter Bicycles: Commuter Bicycles is a fabrication bike shop by appointment; the owner is an avid bicycle commuter and advocate. He has a vision of creating opportunities for people to commute by bike by offering creative options such as links to tourist activities at other locations. He also envisions a commuter bike fleet as a viable option to increasing bike trips throughout the city. The facility could be maximized with high ceilings for bike storage and a bike maintenance and display area for sales. Concerns were expressed that the retail space is too small and that overall the facility is not being planned with enough space. Expensive retrofits in the future could be avoided if plans could be changed prior to construction.

Community Cycling Center (CCC) [Portland, OR]: Founded in 1993, the CCC builds youth skills through recycle-a-bike programs and other community-oriented programs such as low cost repair, a used bike retail shop, in-school bike safety clubs, summer rides and classes in bike repair, commuting and riding. There is a major emphasis on recycling/reusing, self-sufficiency and safety. Bicycle parts are donated from individuals, institutions and businesses. The project team determined that the high operating costs and higher space demands identified by CCC staff made operating the facility infeasible at this time. However, certain elements from this model could prove feasible in the future as a successful facility looks to expand its function.

Local bicycle retail and repair shops: Any bicycle retail or repair shops could potentially operate the facility, but retail and repair operations would be limited because of the facilities' space restrictions. Retail and repair shops also have different target audiences than bike commuters, which may make is difficult to find one that is interested in operating the facility.

SBCAG Traffic Solutions (Partner/Operator): As the regional rideshare agency for Santa Barbara County, SBCAG Traffic Solutions could be a strong partner regardless of the chosen operating scenario. Traffic Solutions' management has agreed that it would be possible to create a satellite office at the facility and assist in its operation if funding were made available for staff time.

Traffic Solutions staff believed the site is not in an ideal location and its viability could be enhanced if it were coupled with other activities. This project is a valid mitigation for garage traffic impacts only if it is regularly used by bicyclists. A facility will need to generate traffic even if it means subsidies will be required. Design this facility so that it can function on its own without staffing if ongoing operating funding is not available, but also include some extra space for a community cycling center (or the like) and have some staffing costs associated with that space. The key is that the facility be designed to be an automated system so that the parking does not require staffing to operate and if and when subsidies are not available it can continue to serve as parking.

For more information, see "The Economic Significance of Cycling", I-ce, 2000, "Linking Bicycle/Pedestrian Facilities with Transit", Michael Replogle and Harriet Parcells for the U.S. Federal Highway Administration, 1992, and "National Bicycling and Walking Study", U.S. Department of Transportation, 1992.

INSERT DOWNLOADED SURVEY RESULTS HERE